

<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>4 SEPTEMBER 2023</b>
<b>Report Title:</b>	<b>STRATEGIC WORKFORCE PLAN</b>
<b>Report Owner / Corporate Director:</b>	<b>CHIEF OFFICER – LEGAL &amp; REGULATORY SERVICES, HR &amp; CORPORATE POLICY</b>
<b>Responsible Officer:</b>	<b>PAUL MILES, GROUP MANAGER HR &amp; OD</b>
<b>Policy Framework and Procedure Rules:</b>	<b>There is no impact on the policy framework or procedure rules.</b>
<b>Executive Summary:</b>	<p><b>The Draft Strategic Workforce Plan 2023-2028 is being presented to the Corporate Overview and Scrutiny Committee for comments prior to formal submission to Cabinet in the Autumn.</b></p> <p><b>The Council’s workforce plan expired in 2021 and work on the new strategic plan was paused as resources were targeted towards the response to the pandemic. Strategic HR capacity has been a factor, and this was identified during the Springing Forward – Strategic Workforce Management audit undertaken by Audit Wales in 2021/22 and received in October 2022.</b></p>

## **1. Purpose of Report**

- 1.1 The purpose of this report is to present the draft Strategic Workforce Plan 2023-2028 to Corporate Overview and Scrutiny Committee for consideration and comment.

## **2. Background**

- 2.1 The council’s workforce plan expired in 2021 and work on the new strategic plan was paused as resources were targeted towards the response to the pandemic. Strategic HR capacity has been a factor, and this was identified during the Springing Forward – Strategic Workforce Management audit undertaken by Audit Wales in 2021/22 and received in October 2022.
- 2.2 The recommendations from the audit, which were reported through Corporate Performance Assessment, are set out below:
- Recommendation 1: The Council needs to urgently develop its strategic workforce approach, embedding the sustainable development principle at its core, to enable it to address the significant workforce issues it faces.

- Recommendation 2: The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.
- Recommendation 3: The Council should also explore opportunities to benchmark its own performance over time and its arrangements with other bodies to provide a different dimension to its performance management data. Whilst also offering an insight to how other bodies are performing and discovering notable practice elsewhere.

2.3 Workforce planning was also an area of improvement identified as part of the Council's corporate self-assessment process and subsequent report. Workforce management was assessed as good, whilst it was considered that more capacity among managers and in the Human Resources (HR)/Organisational Development (OD) service, was required. The view was that the Council needs to focus on strategic workforce planning to assess workforce needs in the longer-term including pay, terms, and conditions. This will have to be balanced against the current budgetary demands and capacity issues.

### **3. Current situation / proposal**

3.1 The Draft Strategic Workforce Plan 2023-2028 is at **Appendix 1** and includes:

- Alignment to our Corporate Plan and other key strategic priorities,
- Our workforce profile,
- Our future workforce themes and priority actions.

3.2 Service workforce planning will be developed and examples of approaches taken by other local authorities are being considered. The process will need to progress through close collaboration between Directorate managers and the respective HR Business Partners.

3.3 Co – produced delivery plans will be developed in response to the workforce themes, which will identify what we have done and what we plan to do next.

3.4 Strategic Workforce Planning training for HR officers has been undertaken and is due to be delivered by the Local Government Association to Corporate Management Board (CMB). This will be followed by training throughout the organisation to ensure Directorate managers have due regard to the Strategy when considering business or financial planning.

3.5 The draft Strategic Workforce Plan has been shared with Cabinet/CMB (CCMB), Heads of Service and the Trade Unions. All consultees have welcomed the approach and their feedback has been used to finalise the draft and there were no concerns raised by the TU's.

### **4. Equality implications (including Socio-economic Duty and Welsh Language)**

4.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected

characteristics, on socio-economic disadvantage or the use of the Welsh Language. It is therefore not necessary to carry out a full EIA on this policy or proposal at this stage. This will be considered further as each delivery plan is developed.

## **5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**

5.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

## **6. Climate Change Implications**

6.1 There are no climate change implications arising from this report.

## **7. Safeguarding and Corporate Parent Implications**

7.1 There are no safeguarding or corporate parent implications arising from this report.

## **8. Financial Implications**

8.1 There are no financial implications associated with this report.

## **9. Recommendation**

9.1 It is recommended that Corporate Overview and Scrutiny Committee consider the report and provide any comments.

**Background Documents:** None